



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

SAHACOGEN (CHONBURI) PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : SAHACOGEN (CHONBURI) PUBLIC COMPANY LIMITED

Symbol : SCG

Address : 636 MOO 11 SUKAPHIBAN 8 ROAD, TAMBOL NONGKHARM, AMPHOR SI RACHA

Province : Chonburi

Postcode : 20230

Business : The Company operates the business of generating electricity and steam at Saha Group Industrial Park, Sriracha using a co-generating heat power production technology (Cogeneration Combined Cycle). Current capacity is at 214 megawatts of electricity and 96 tons of steam per hour. In addition, there are two renewable energy businesses through operation of biomass at Saha Industrial Park, Lamphun with capacity of 9.6 megawatts and steam 25 tons of steam per hour and at Phran Kratai District, Kamphaeng Phet Province with capacity of 7.5 megawatts.

Registration Number : 0107545000306

Telephone : 0-3848-1552-5

Fax (if applicable) : 0-3848-1551

Website : www.sahacogen.com

Email : -

Total Shares Sold (shares)

Common Stock : 1,163,695,652

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	4,369,966.00	5,784,383.00	5,421,440.00
Electricity (Thousand baht)	3,773,780.00	5,109,874.00	4,501,795.00
Steam (Thousand baht)	436,425.00	619,568.00	526,896.00
Biomass (Thousand baht)	4,115.00	3,587.00	2,977.00
Other (Thousand baht)	155,646.00	51,354.00	389,772.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Electricity (%)	86.36	88.34	83.04
Steam (%)	9.99	10.71	9.72
Biomass (%)	0.09	0.06	0.05
Other (%)	3.56	0.89	7.19

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	4,369,966.00	5,784,383.00	5,421,440.00
Domestic (Thousand baht)	4,369,966.00	5,784,383.00	5,421,440.00
International (Thousand baht)	0.00	0.00	0.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00

Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	1,875,027.00	3,406,033.00	50,446,225.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	1,875,027.00	3,406,033.00	50,446,225.00

Share of profit of joint ventures and associates accounted for using equity method

	2021	2022	2023
Share of profit (Thousand baht)	-1,885,961.00	1,980,339.00	13,060,972.00

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	1,284.59	673.28	51.43

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

1.1 Changes that may affect the company's business operations in the next 3–5 years (Emerging Risk)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Other

1.2 Changes in the industry in which the company operates

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates

1.3 Changes in behavior or needs of customers / consumers

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers

1.4 Government policy

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

1.5 Policies or international agreements related to business operations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Policies or international agreements related to business operations

1.6 Technological advancement

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

1.7 Changes in business operations of partners in the supply chain

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain

1.8 Reliance on major shareholders or affiliates of major shareholders or managements

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large customers or few customers

1.9 Risks of relying on major customer or on a few numbers of customers

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large customers or few customers

1.10 Reliance on large partners/distributors or few partners/distributors

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large partners / distributors or few partners / distributors

1.11 Damage to company image and reputation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

2.1 Reliance on employees in key positions

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions

2.2 Shortage of skilled workers

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or reliance on skilled workers

2.3.1 Risk of the Scarcity of Fuel

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

2.3.2 Risk of the Scarcity of Raw Water as the Raw Material in Generating Electricity

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

2.3.3 Risks of Raw Materials subordinate to Product Price Volatility of the World Market

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

2.4 Operational or Internal Control System

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system

2.5 Staff Operation

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Human error in business operations

2.6 Product Obsolescence

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Product obsolescence

2.7 Information Technology (IT) or Computer System Security and Cyber Attack

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

2.8 Loss or Damage from Non-Compliance of Counterparties

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Loss or damage from non-compliance of partners or counterparties

2.9 Delay of the Future Projects

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects

2.10 Non-commercial Business

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Business operations that have no commercial results

2.11 Rental Risks

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Property lease agreement execution

2.12 Risk in Safety, Health, Environment and Society Issues

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Safety, occupational health, and working environment

2.13 Climate Change and Natural Disaster

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters

2.14 Environmental Effect

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact on the environment

2.15 Impact from Population Structural Change

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact from population structure

2.16 Human Rights

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact on human rights

2.17 Corruption

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Corruption

3.1 Risk in Complying with Changing Government Policy, Rules, Regulations and Relating Laws

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

3.2 Outdated Laws and Regulations

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Laws and regulations is not favorable for doing business

3.3 Violations of Laws and Regulations

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Violations of laws and regulations

3.4 Corporate Governance

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Corporate Governance

4.1 The Lack of Sufficient Capital

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Insufficient sources of funding

4.2 Changes in Financial Institutions Financial and Investment Policy That Might Affect the Company Operation

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations

4.3 Repayment Default or Product Exchange

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Default on payment or exchange of goods

4.4 Exchange Rate, Interest Rate, and Inflation Volatility

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

4.5 Investment Return Volatility

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in return on assets or investment

4.6 Unhedged–international Loan

Risk Management Measures: No

Related Risk Topics

Financial Risk

- Unhedged loan and borrowing in a foreign currency

5. Emerging Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Other

Risk to Securities Holder (2.2.2)

The Risk to Shareholders

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)

The Risk of Investing in International Securities

Risk Management Measures: Yes

Related Risk Topics

- Foreign Investment Risk

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.sahacogen.com/storage/document/policy/sustainability-policy-th.pdf>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : https://sahacogen.com/?page_id=223

Company environmental guideline : Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2021	2022	2023
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	0.00	239,183.00	255,113.00
Gasoline (Litres)	0.00	0.00	0.00
Fuel oil (Litres)	0.00	24,300.00	96,500.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	8,888.00	8,590.00
LPG (Kilograms)	0.00	0.00	0.00

Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

• **Electricity consumption**

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	0.00	11,384,499.00	23,511,310.00

Water management

• **Water consumption**

	2021	2022	2023
Total water withdrawal (Cubic meters)	2,385,994.00	2,508,326.00	2,617,803.50

Waste management

• **Waste from operations**

	2021	2022	2023
Non-hazardous waste (Kilograms)	16,587,850.00	19,058,320.00	17,187,400.00
Hazardous waste (Kilograms)	35,510.00	36,480.00	33,570.00
Total waste generated (Kilograms)	16,623,360.00	19,094,800.00	17,220,970.00

Greenhouse gas management

• **Greenhouse gas emissions**

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	640,052.00
Scope 1 (Tons of carbon dioxide equivalents)	0.00	533,254.00	474,331.07
Scope 2 (Tons of carbon dioxide equivalents)	0.00	463.00	512.00

Scope 3 (Tons of carbon dioxide equivalents)	0.00	140,022.00	364,714.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	673,739.00	839,557.07

• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : Bureau Vertification (Thailand) Company Limited

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.sahacogen.com/storage/document/policy/human-rights-policy-th.pdf>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2021	2022	2023
Number of male employees (Persons)	133	131	132
Number of female employees (Persons)	58	60	61
Total number of employees (Persons)	191	191	193

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	112,196,298.00	113,729,078.00	116,508,264.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	22.62	46.30	46.96
Employee development and training expenses (baht)	458,355.00	860,037.00	1,670,647.40

• Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	0	0	0
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	2.62	3.66	4.15

• **Significant labor dispute**

	2021	2022	2023
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.sahacogen.com/storage/document/corporate-governance-policy/corporate-governance-code-th.pdf>

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	12	100.00
Number of male directors	10	83.33
Number of female directors	2	16.67
Number of executive directors	1	8.33
Number of non-executive directors	11	91.67
Number of independent directors	4	33.33

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SUJARIT PATCHIMNAN Gender: Male Age: 78 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	10 May 2016	Governance/ Compliance, Risk Management, Strategic Management, Corporate Management, Sustainability, Human Resource Management, Law, Energy & Utilities, Fashion, Home & Office Products, Commerce, Corporate Social Responsibility, Negotiation, Project Management, Change Management, Leadership, Budgeting

2.	<p>Ms. CHOOSRI KIETKAJORNKUL</p> <p>Gender: Female</p> <p>Age: 60 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Non-executive)</p> <p>Director type: Original director</p>	14 Dec 2021	<p>Governance/ Compliance, Risk Management, Sustainability, Accounting, Energy & Utilities, Human Resource Management, Corporate Management, Strategic Management, Finance, Corporate Social Responsibility, Negotiation, Project Management, Change Management, Leadership, Budgeting, Audit, Internal Control</p>
3.	<p>Mr. THIRASAK VIKITSET</p> <p>Gender: Male</p> <p>Age: 72 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p>	20 Nov 1996	<p>Energy & Utilities, Human Resource Management, Engineering, Risk Management, Governance/ Compliance, Sustainability, Personal Products & Pharmaceuticals, Corporate Social Responsibility, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Budgeting</p>
4.	<p>Mr. VICHAI KULSOMPFOB</p> <p>Gender: Male</p> <p>Age: 46 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	23 Apr 2018	<p>Energy & Utilities, Corporate Management, Human Resource Management, Accounting, Food & Beverage, Insurance, Budgeting, Governance/ Compliance, Risk Management, Strategic Management, Leadership, Change Management, Project Management, Negotiation, Commerce, Marketing, Finance, Corporate Social Responsibility, Sustainability, Procurement</p>

5.	Mr. VORAYOS THONGTAN Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	1 Jan 2021	Energy & Utilities, Commerce, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Negotiation, Project Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance, Procurement
6.	Mr. CHINAPAT VISUTTIPAT Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	14 Dec 2021	Law, Risk Management, Governance/ Compliance, Food & Beverage, Property Development, Insurance, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Audit, Internal Control, Budgeting
7.	Mrs. WADEERAT CHAROENCOOP Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	14 Dec 2021	Finance, Energy & Utilities, Human Resource Management, Sustainability, Corporate Management, Risk Management, Governance/ Compliance, Accounting, Corporate Social Responsibility, Negotiation, Project Management, Change Management, Leadership, Strategic Management, Budgeting, Audit, Internal Control

8.	Mr. SAKARIN TANGKAVACHIRANON	Director (Non-executive)	14 Dec 2021	Energy & Utilities, Engineering, Risk Management, Governance/ Compliance, Sustainability, Corporate Management, Human Resource Management, Strategic Management, Health Care Services, Corporate Social Responsibility, Negotiation, Project Management, Change Management, Leadership, Budgeting, Procurement
	Gender: Male			
	Age: 57 years old			
	Highest level of education:	Director type: Original		
	Master's degree	director		
	Major: Business Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
9.	Mr. UDOMPONG CHUNTHARUMPORN	Director (Executive)	14 Dec 2021	Energy & Utilities, Sustainability, Corporate Social Responsibility, Engineering, Risk Management, Governance/ Compliance, Project Management, Accounting, Human Resource Management, Negotiation, Corporate Management, Change Management, Leadership, Strategic Management, Budgeting, Procurement
	Gender: Male			
	Age: 48 years old	Director type: Original		
	Highest level of education:	director		
	Master's degree			
	Major: Engineering			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
10.	Mr. NATAPONG VANARAT	Director (Non-executive, Independent director)	5 Jan 2022	Finance, IT Management, Law, Sustainability, Corporate Management, Risk Management, Governance/ Compliance, Finance & Securities, Corporate Social Responsibility, Data Management, Data Analysis, Negotiation, Project Management, Strategic Management, Change Management, Leadership, Audit, Internal Control, Budgeting
	Gender: Male			
	Age: 41 years old			
	Highest level of education:	Director type: Original		
	Master's degree	director		
	Major: Finance			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

11.	Mr. CHAISAK YONGBANJERD	Director (Non-executive, Independent director)	5 Jan 2022	Governance/ Compliance, Risk Management, Sustainability, Energy & Utilities, Economics, Corporate Management, Finance, Corporate Social Responsibility, Negotiation, Project Management, Change Management, Leadership, Strategic Management, Budgeting, Engineering
	Gender: Male			
	Age: 65 years old			
	Highest level of education:			
	Master's degree	Director type: Original		
	Major: Economics	director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			
12.	Mr. WARAWUTH CHAIPIRIYAPITAK	Director (Non-executive, Independent director)	21 Apr 2023	Finance & Securities, Insurance, Accounting, IT Management, Data Management, Data Analysis, Negotiation, Leadership, Strategic Management, Risk Management, Audit, Governance/ Compliance
	Gender: Male			
	Age: 51 years old			
	Highest level of education:			
	Master's degree	Director type: Newly		
	Major: Accounting	appointed director to		
	Thai nationality: Yes	replace ex-director		
	Residing in Thailand: Yes			

List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. PONGTEP THITHAPAND	Director	Date position was	Mr. WARAWUTH
Gender: Male	(Non-executive,	assumed:	CHAIPIRIYAPITAK
Age: 65 years old	Independent director)	5 Jan 2022	Date position was assumed:
Highest level of education:		Date directorship	21 Apr 2023
Master's degree		ended:	
Major: Business Administration		21 Apr 2023	
Thai nationality: Yes			
Residing in Thailand: Yes			

Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : No

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. CHINAPAT VISUTTIPAT Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	14 Dec 2021	Law, Risk Management, Governance/ Compliance, Food & Beverage, Property Development, Insurance, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Audit, Internal Control, Budgeting
2. Mr. NATAPONG VANARAT [1] Gender: Male Age: 41 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	5 Jan 2022	Finance, IT Management, Law, Sustainability, Corporate Management, Risk Management, Governance/ Compliance, Finance & Securities, Corporate Social Responsibility, Data Management, Data Analysis, Negotiation, Project Management, Strategic Management, Change Management, Leadership, Audit, Internal Control, Budgeting

3.	Mr. WARAWUTH CHAIPIRIYAPITAK [1] Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	12 May 2023	Finance & Securities, Insurance, Accounting, IT Management, Data Management, Data Analysis, Negotiation, Leadership, Strategic Management, Risk Management, Audit, Governance/ Compliance
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[1] A director with the accounting expertise needed to review financial statements

List of audit committee who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. PONGTEP THITHAPAND Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 5 Jan 2022 Date directorship ended: 21 Apr 2023	No replacement director

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. SAKARIN TANGKAVACHIRANON Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	14 Dec 2021

2.	Mr. UDOMPONG CHUNTHARUMPORN Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	14 Dec 2021
3.	Mr. VIROJ THEERAVATVATEE Gender: Male Age: 70 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	6 Mar 2007
4.	Mr. VORAYOS THONGTAN Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2021
5.	Mr. SONTAYA TABKHAN Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 May 2013

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
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Nomination and Remuneration Committee	Mr. SUJARIT PATCHIMNAN	Chairman
	Ms. CHOOSRI KIETKAJORNKUL	Member
	Mr. SAKARIN TANGKAVACHIRANON	Member
	Mr. VICHAI KULSOMPHOB	Member
Corporate Governance and Risk Management Committee	Mr. CHINAPAT VISUTTIPAT	Chairman
	Mr. CHAISAK YONGBANJERD	Member
	Ms. Suvimol Prataknuikul	Member
	Ms. Apipong Vischuveskamin	Member
Sustainability Committee	Ms. Suvimol Prataknuikul	Chairman
	Ms. Apipong Vischuveskamin	Member
	Mr. Jaturong Kornwet	Member
	Mr. Nattawut Yawaprapas	Member
	Mrs. Uthoomporn Sinprajackpol	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Corporate Governance and Risk Management Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance and Risk Management Committee
Sub-committees responsible for corporate sustainability development	: Sustainability Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. UDOMPONG CHUNTHARUMPORN Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Engineering	MANAGING DIRECTOR	14 Dec 2021	Energy & Utilities, Sustainability, Corporate Social Responsibility, Engineering, Risk Management, Governance/ Compliance, Project Management, Accounting, Human Resource Management, Negotiation, Corporate Management, Change Management, Leadership, Strategic Management, Budgeting, Procurement
2. Mr. Nitshanon Boonyapardz Gender: Male Age: 40 years old Highest level of education: Master's degree Major: Business Administration	Deputy Managing Director- Business Development	1 Mar 2022	Business Administration, Energy & Utilities, Information & Communication Technology, Sustainability, IT Management, Statistics, Data Analysis, Data Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance, Project Management, Negotiation, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Procurement

3.	<p>Mr. Teerayuth Kaewcoon</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineer</p>	<p>Deputy Managing Director - Operations</p>	29 Jul 2009	<p>Business Administration, Energy & Utilities, Law, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, IT Management, Data Management, Data Analysis, Statistics, Project Management, Corporate Management, Leadership, Change Management, Strategic Management, Engineering, Risk Management, Budgeting, Governance/ Compliance</p>
4.	<p>Ms. Apipong Vischuveskamin</p> <p>Gender: Male</p> <p>Age: 49 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</p>	<p>Deputy Managing Director - Finance and Management</p>	29 Jul 2009	<p>Business Administration, Economics, Energy & Utilities, Law, Marketing, Finance, Accounting, Corporate Social Responsibility, Human Resource Management, Procurement, Sustainability, IT Management, Data Management, Data Analysis, Statistics, Negotiation, Project Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance</p>

5.	Mr. Nattawut Yawaprapas [1][2] Gender: Male Age: 44 years old Highest level of education: Bachelor's degree Major: Accounting	Accounting & Finance Department Manager	1 Mar 2019	Business Administration, Law, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Analysis, Data Management, Statistics, Negotiation, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance, Project Management
6.	Mr. Penpak Vongrakvanich Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Business Administration	Corporate Governance and Risk Management Department Manager	29 Jul 2019	Business Administration, Energy & Utilities, Commerce, Law, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Data Management, Data Analysis, Statistics, Negotiation, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration policy for executives

Remuneration policy for executives : Yes

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	26,980,000.00	25,260,000.00	N/A

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 132

Number of female employees (persons) : 61

Total number of employees (persons) : 193

Employee Remuneration

Total employee remuneration : 116,508,264.00

Provident fund

Total number of employees (persons) : 193

Number of employees contributing to the PVD (persons) : 163

Percentage of employees who are members (%) : 84.46

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SUJARIT PATCHIMNAN Gender: Male Age: 78 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	Date position was assumed: 10 May 2016	Governance/ Compliance, Risk Management, Strategic Management, Corporate Management, Sustainability, Human Resource Management, Law, Energy & Utilities, Fashion, Home & Office Products, Commerce, Corporate Social Responsibility, Negotiation, Project Management, Change Management, Leadership, Budgeting
2. Mr. THIRASAK VIKITSET Gender: Male Age: 72 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 20 Nov 1996	Energy & Utilities, Human Resource Management, Engineering, Risk Management, Governance/ Compliance, Sustainability, Personal Products & Pharmaceuticals, Corporate Social Responsibility, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Budgeting

3.	Mr. CHINAPAT VISUTTIPAT	Director	Date position was assumed:	Law, Risk Management, Governance/ Compliance, Food & Beverage, Property Development, Insurance, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Audit, Internal Control, Budgeting
	Gender: Male	(Non-executive, Independent director)	14 Dec 2021	
	Age: 55 years old			
	Highest level of education: Master's degree	Director type: Re-elected as director		
	Major: Law			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. WARAWUTH CHAIPIRIYAPITAK	Director	Date position was assumed:	Finance & Securities, Insurance, Accounting, IT Management, Data Management, Data Analysis, Negotiation, Leadership, Strategic Management, Risk Management, Audit, Governance/ Compliance
Gender: Male	(Non-executive, Independent director)	21 Apr 2023	
Age: 51 years old			
Highest level of education: Master's degree	Director type: Newly appointed director to replace ex-director		
Major: Accounting			
Thai nationality: Yes			
Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SUJARIT PATCHIMNAN	Chairman of the board	Participating
Ms. CHOOSRI KIETKAJORNKUL	Vice Chairman	Participating
Mr. THIRASAK VIKITSET	Director	Participating
Mr. VICHAI KULSOMPFOB	Director	Participating
Mr. VORAYOS THONGTAN	Director	Participating
Mr. CHINAPAT VISUTTIPAT	Director	Participating

Mrs. WADEERAT CHAROENCOOP	Director	Participating
Mr. SAKARIN TANGKAVACHIRANON	Director	Participating
Mr. UDOMPONG CHUNTHARUMPORN	Director	Participating
Mr. NATAPONG VANARAT	Director	Participating
Mr. CHAISAK YONGBANJERD	Director	Participating
Mr. WARAWUTH CHAIPIRIYAPITAK	Director	Participating
Mr. PONGTEP THITHAPAND	Director	Participating

Directors' performance assessment

Method used to evaluate directors' performance	: Whole-board-of-directors assessment, Individual-director assessment (self-assessment)
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Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times)	: 9
Date of AGM meeting	: 21 Apr 2023
EGM meeting	: No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. SUJARIT PATCHIMNAN (Chairman of the board)	-	9/9	Participating	Did not hold the meeting
2. Ms. CHOOSRI KIETKAJORNKUL (Vice Chairman)	-	9/9	Participating	Did not hold the meeting
3. Mr. THIRASAK VIKITSET (Director)	-	9/9	Participating	Did not hold the meeting
4. Mr. VICHAI KULSOMPHOB (Director)	-	8/9	Participating	Did not hold the meeting

5.	Mr. VORAYOS THONGTAN (Director)	-	9/9	Participating	Did not hold the meeting
6.	Mr. CHINAPAT VISUTTIPAT (Director)	-	9/9	Participating	Did not hold the meeting
7.	Mrs. WADEERAT CHAROENCOOP (Director)	-	9/9	Participating	Did not hold the meeting
8.	Mr. SAKARIN TANGKAVACHIRANON (Director)	-	9/9	Participating	Did not hold the meeting
9.	Mr. UDOMPONG CHUNTHARUMPORN (Director)	-	9/9	Participating	Did not hold the meeting
10.	Mr. NATAPONG VANARAT (Director)	-	8/9	Participating	Did not hold the meeting
11.	Mr. CHAISAK YONGBANJERD (Director)	-	9/9	Participating	Did not hold the meeting
12.	Mr. WARAWUTH CHAIPIRIYAPITAK (Director)	-	7/7	Non-participating	Did not hold the meeting
13.	Mr. PONGTEP THITHAPAND (Director)	21 Apr 2023	2/2	Participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. SUJARIT PATCHIMNAN (Chairman of the board)	-	190,000.00	110,000.00	No
2.	Ms. CHOOSRI KIETKAJORNKUL (Vice Chairman)	-	100,000.00	105,000.00	No
3.	Mr. THIRASAK VIKITSET (Director)	-	90,000.00	85,000.00	No
4.	Mr. VICHAI KULSOMPHOB (Director)	-	90,000.00	85,000.00	No
5.	Mr. VORAYOS THONGTAN (Director)	-	175,000.00	85,000.00	No
6.	Mr. CHINAPAT VISUTTIPAT (Director)	-	180,000.00	90,000.00	No
7.	Mrs. WADEERAT CHAROENCOOP (Director)	-	90,000.00	85,000.00	No
8.	Mr. SAKARIN TANGKAVACHIRANON (Director)	-	200,000.00	90,000.00	No

9.	Mr. UDOMPONG CHUNTHARUMPORN (Director)	-	230,000.00	90,000.00	No
10.	Mr. NATAPONG VANARAT (Director)	-	150,000.00	85,000.00	No
11.	Mr. CHAISAK YONGBANJERD (Director)	-	110,000.00	85,000.00	No
12.	Mr. WARAWUTH CHAIPIRIYAPITAK (Director)	-	120,000.00	56,667.00	No
13.	Mr. PONGTEP THITHAPAND (Director)	21 Apr 2023	30,000.00	28,333.00	No

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 7

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. CHINAPAT VISUTTIPAT (Chairman of the audit committee)	-	7/7
2.	Mr. NATAPONG VANARAT (Audit committee)	-	7/7
3.	Mr. WARAWUTH CHAIPIRIYAPITAK (Audit committee)	-	5/5
4.	Mr. PONGTEP THITHAPAND (Audit committee)	21 Apr 2023	1/1